Web Version

Annual Report
April 2011 to March 2012

Prince Edward Island
CANADA

Community Services and Seniors

Community Services and Seniors

Annual Report

for the Fiscal Year April 2011 to March 2012

Prince Edward Island
CANADA

13AN35-36606

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March 27, 2013

Honourable H. Frank Lewis
Lieutenant Governor of Prince Edward Island
PO Box 846
Charlottetown, PE C1A 7L9

May It Please Your Honour:

As the Minister for Community Services and Seniors, it is my privilege to submit our annual report for the fiscal year ending March 31, 2012. As well as reporting on the activities of our department during this period, this report satisfies the requirements of Section 5 of the *Rehabilitation of Disabled Persons Act* and Section 10 of the *Social Assistance Act*.

Respectfully Submitted,

Valerie E. Docherty
Minister of Community Services and Seniors

March 25, 2013

Valerie E. Docherty
Minister of Community Services and Seniors
PO Box 2000
Charlottetown, PE C1A 7N8

Minister Docherty:

It is my pleasure to provide you with the 2011-2012 annual report for the Department of Community Services and Seniors along with the year end financial summary.

This past year saw a number of achievements with the Department providing new or expanded services for Islanders. Through the construction of 179 units of affordable housing for seniors, persons with disabilities and families, the Department made a significant contribution towards the housing needs of Islanders. Funding was also provided to assist our community partners to renovate the Bedford MacDonald House, Prince Edward Island's only shelter for men. The Department continued its funding of the Salvation Army's Home Heating Program.

The Department completed the relocation of the former Brackley, Maple Street and Provincial Adolescent Group Homes to our new Tracadie location providing improved living arrangements for children and youth in the legal care of the province. The Department was honoured to receive an Innovation Award for the establishment of a Youth in Care Network in Prince Edward Island and was very pleased to collaborate with the PEI Federation of Foster Families to host the Canadian Foster Family Association Annual Conference.

As a partner and organization that supports the work of the Premier's Action Committee on Family Violence Prevention, the Department was pleased to host public and professional training sessions with Dr. Michael Kaufmann on engaging men and boys in preventing and responding to family violence.

The Social Assistance Program plays a key role in supporting Islanders through difficult times. To assist clients in understanding how to access social assistance, the Department produced a Social Assistance Client Handbook. To provide for enhanced service delivery to clients, the Department implemented a direct deposit option for clients.

The Disability Support Program provides key supports to many Islanders living with disabilities. During the past year, the Department continued to work with the Disability Action Council in implementing recommendations of the Disability Services Review and assisted the Council in releasing the Disability Action Council Annual Report.

In June, 2011 the Department hosted the Atlantic Ministers Responsible for the Status of Women in Summerside. During this meeting, the Ministers committed to the development of a five-year strategy on the impact of social media on young girls. This strategy will initially focus on education and awareness, looking at existing gaps and emerging needs for this vulnerable group.
The Seniors' Secretariat announced a new contest to promote Intergeneration Week. The Intergeneration Week Story Telling Contest was a great success, with several winners announced for their short stories and poems that promote positive images of older and younger Islanders.

In July, 2011 Islanders were asked to help shape a strategy to prevent and reduce poverty in Prince Edward Island. In response to a commitment made in the Speech from the Throne in November 2010, the Department released a Poverty Reduction discussion paper that began the process, in consultation with Islanders, of examining further options to improve the well-being of Islanders who are vulnerable or in need.

From an organizational standpoint, in 2011-2012 the Labour Division was realigned with the Department of Environment and Justice. This created the new Department of Community Services and Seniors which is responsible for programs and services relating to Child and Family Services, Social Programs, Seniors, Housing and the Interministerial Women's Secretariat.

As always I would like to thank our staff and community partners for the service provided to Islanders over the past year and I look forward to our contributions in the coming year.

Sincerely,

Carol Anne Duffy

Carol Anne Duffy
Deputy Minister of Community Services and Seniors

Introduction

The Department of Community Services and Seniors is comprised of four divisions: Child and Family Services; Corporate and Financial Services; Interministerial Women's Secretariat; and Social Programs, Seniors and Housing. Community Services and Seniors is also the department responsible for the Seniors' Secretariat and the Disability Action Council.

With over 340 full time equivalent positions, the Department's employees work in communities across Prince Edward Island, providing services in areas such as child protection, family violence prevention, public awareness and education on matters important to seniors, social assistance, disability supports, housing, child care subsidies and the promotion and protection of gender equality.

Our Mission

To support social and economic prosperity for individuals, families and communities.

Our Vision

Healthy individuals, families and communities reaching their full potential.

Our Values

The Department of Community Services and Seniors values:

- treating people with dignity, respect, care and fairness
- working collaboratively with individuals, families and communities
- a service delivery system that is equitable, sustainable, progressive, informed by research and evidence
- open, honest, respectful communication
- accountability
- our employees and working together
- public service

Community Services and Seniors is responsible for a number of provincial statutes including:

- *The Adoption Act*
- *The Advisory Council on the Status of Women Act*
- *The Child Protection Act*
- *The Housing Corporation Act*
- *The Intercountry Adoption (Hague Convention) Act*
- *The Rehabilitation of Disabled Person's Act*
- *The Social Assistance Act*
- *The Social Work Act*

Strategic Plan 2009/10 to 2011/12

Background

As one of the largest departments in the provincial government, Community Services and Seniors includes staff from many different backgrounds and disciplines. In 2008 it was recognized that a single vision was needed for a department of this size and diversity. An ambitious strategic planning initiative was launched that year, culminating in the release of the department's *Strategic Plan 2009/10 to 2011/12*.

A New Direction

Released in June 2009, the strategic plan was the result of a collaborative effort of staff, management and the department's many partners. Based on the four cornerstones of focus, integration, prioritization and accountability, the plan outlines the new and shared mission, vision and values for all staff.

Beyond the new mission, vision and values, the strategic plan provides the four strategic goals with which the department will seek to align its programs and services over the next three years. The four strategic goals are:

- Increased capacity for individuals, families and communities to enhance skills, knowledge, attitudes and resources;
- Improved safety, security, dignity and social and economic prosperity of children, youth, families, seniors and individuals;
- Modernized service delivery that is responsive, client focused, coordinated and effective; and
- Improved human resource practices and management.

Prince Edward Island Celebrates First Intergeneration Week Contest Winners

In October, the Prince Edward Island Seniors' Secretariat was pleased to announce the winners of the 2011 Intergeneration Week Storytelling Contest.

Intergeneration Week begins on the first Sunday of October each year and focuses on bringing generations of people together for their mutual benefit. The week encourages individuals, families, organizations and communities to gather and strengthen their bond through communication, celebration and education.

To recognize the week, the Seniors' Secretariat launched a contest for Islanders to submit stories that featured characters from two or more generations. The Secretariat received dozens of contest entries from people of all ages. Entries portrayed positive images of older and younger Islanders, and featured the unique voice of Island storytellers.

"It is a pleasure to have an opportunity to celebrate an event that recognizes the many and varied contributions that people of all generations make in our Island communities," said Chairperson of the Seniors' Secretariat Mary Hughes. "The Prince Edward Island Seniors' Secretariat storytelling contest for Intergeneration Week highlighted the very best of Island stories and poems."

Contest winners included:
First prize: Susan Buchanan of North Tryon for her entry, "My Grandmother's Hands."
Second prize: Janet Murphy of Seaview for her story, "The Broken Horseshoe."
Third prize: Connie Martin of Stratford for her poem, "A Journey."
Honourable mentions: Paul McKnight of Charlottetown for his story, "Wrestling with Dad," and Jane von Bredow of Cornwall for her story, "Story of Samuel Bagnell."

Contest winners were recognized at an Intergeneration Week celebration on Thursday, October 6, 2011.

Winners of the Prince Edward Island Seniors' Secretariat 2011 Intergeneration Week Storytelling Contest are from left Janet Murphy, Connie Martin and Susan Buchanan. Congratulating the winners is Paul H. Schurman, representing the Prince Edward Island Seniors' Secretariat.

Photo by Brian Simpson

First Goal
Increased capacity for individuals, families and communities to enhance skills, knowledge, attitudes and resources.

Key Strategies

- Increase collaboration with our public and private partners;
- Enhance the quality of our policy, program and service delivery;
- Ensure processes and resources are in place for policy development within our department; and,
- Improve our public communications.

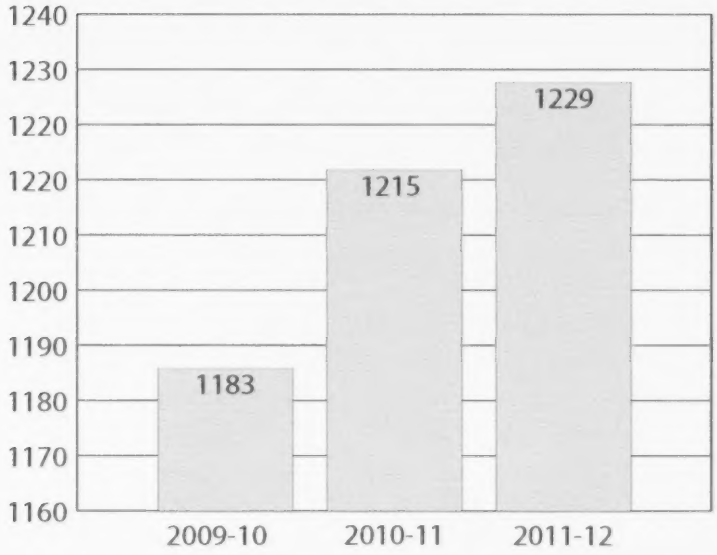
Community Services and Seniors Achievements in 2011-2012:

- Released the *Social Assistance Client Handbook*.
- Continued to provide funding to projects that improve the lives of Island women and girls.
- Hosted the Annual Meeting of the Atlantic Ministers Responsible for the Status of Women.
- Hosted the first ever Intergeneration Week celebration and held the first ever Intergeneration Week Storytelling Contest.
- Collaborated with the PEI Federation of Foster Families to host the Canadian Foster Family Association Annual Conference.
- Increased public engagement in family violence prevention.
- Provided regional seminars to promote Putting your affairs in order at any age, a new series of booklets designed to educate on legal affairs of interest to seniors.
- Celebrated International Women's Day with a number of events held across Prince Edward Island.
- Appointed five new members to the Advisory Council on the Status of Women.
- Received the Departmental Innovation Award for the establishment of a Youth in Care Network in Prince Edward Island.

Key Indicators

Increased capacity for individuals, families and communities to enhance skills, knowledge, attitudes and resources.

Disability Support Program
Average Monthly Caseload



Disability Supports

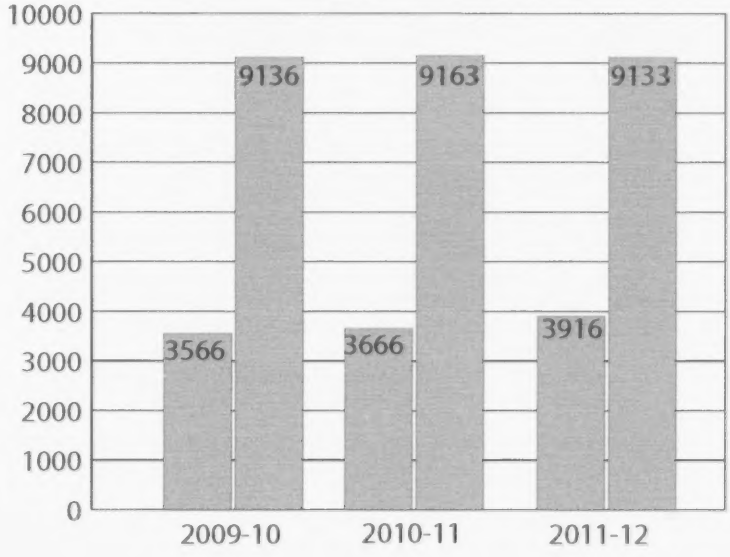
The Disability Support Program is designed to assist Islanders who have a qualifying disability to overcome barriers, to attain a satisfactory quality of life, and to strive to achieve financial independence.

Social Assistance Benefits

A social assistance case is comprised of any individual or family unit receiving Social Assistance Benefits during the fiscal year.

The caseload has experienced increased utilization as a result of enhanced benefits, most notably in the per diem rates in community care facilities, as well as impacts related to the economic recession.

Social Assistance Benefits
Average Monthly Client Caseload and
Individuals Receiving Benefits Annually



Women Encouraged to Volunteer for Women Build

Island women were encouraged to participate in Habitat for Humanity P.E.I.'s Women Build 2011, said Minister Janice Sherry.

"Volunteering is a rewarding opportunity to give back to your community and manifest your support of not-for-profit organizations," said Minister Sherry. "I thoroughly enjoyed my recent experience with Habitat for Humanity P.E.I. and I challenge all Islanders to get involved."

Habitat for Humanity Women Build was supported by Prince Edward Island's Interministerial Women's Secretariat (IWS). The organization received $2,000 in funding from the IWS for their 2011 Women Build.

A Women Build is organized by women, construction is led by women and 80 per cent of the volunteers are women.

"The Women Build has been a wonderful opportunity for women to learn more about our organization and help families in our community. We appreciate the support of the PEI Interministerial Women's Secretariat, both financially and with build volunteers," said Habitat for Humanity P.E.I. Executive Director Susan Zambonin. " We also appreciate Minister Sherry taking time from her busy schedule to help on the build site."

Habitat for Humanity Prince Edward Island is a community-based, not-for-profit organization that works tirelessly to ensure all Islanders have a roof over their head. The organization was founded in Prince Edward Island in 1999 as a member of Habitat for Humanity Canada. Habitat for Humanity is an international organization that builds a new home every 21 minutes worldwide.

Participating in the Habitat for Humanity P.E.I. Women Build 2011 are (from left) Executive Director Susan Zambonin, Minister Janice Sherry, Interministerial Women's Secretariat Director Michelle Harris-Genge and Speaker of the Legislative Assembly Kathleen Casey.

Photo by Brian Simpson.

Second Goal
Improved safety, security, dignity and social and economic prosperity of children, youth, families, seniors and individuals.

Key Strategies

- Provide and support a continuum of resources for youth;
- Promote early identification and prevention for children, youth and families;
- Research and analyze information regarding Social Assistance rate structure models in other jurisdictions to inform decision making;
- Increase awareness of family violence including the abuse of older adults; and
- Advance gender and diversity perspectives on policies and programs.

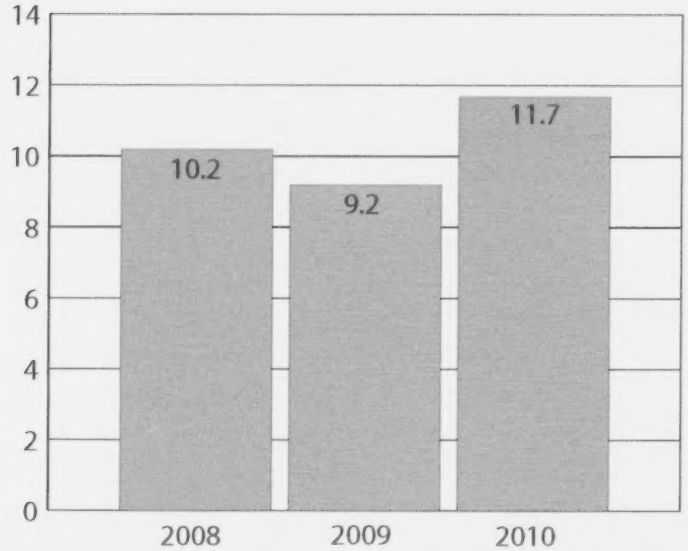
Community Services and Seniors Achievements in 2011-2012:

- Released a discussion paper to engage Islanders around poverty reduction in Prince Edward Island.
- Ceased the inclusion of the National Child Benefit as income for the calculation of Social Assistance Benefits.
- Supported and participated in the Habitat for Humanity P.E.I. Women Build.
- Completed the *What Happens Now* booklet series, in partnership with the Provincial Child Sexual Abuse Advisory Committee, to help children and families impacted by child sexual abuse.
- Supported Bedford MacDonald House with funding to assist with needed renovations.
- Continued to provide funding to the Salvation Army's Emergency Home Heating Assistance Program.
- Partnered with residential non-governmental organizations to create a framework for recruiting and supporting Associate Families across Prince Edward Island.
- Hosted public and professional training sessions with Dr. Michael Kaufmann on engaging men and boys in preventing and responding to family violence.
- Offered a workshop series, *Putting Your Affairs in Order*, to promote planning for financial security and safety in partnership with the Community Legal Information Association and the Community Foundation of PEI.

Key Indicators

Improved safety, security, dignity and social and economic prosperity.

Percentage of Islanders Earning Below the Market Basket Measure*



* Most recent years available, Statistics Canada Table 202-0802

Market Basket Measure

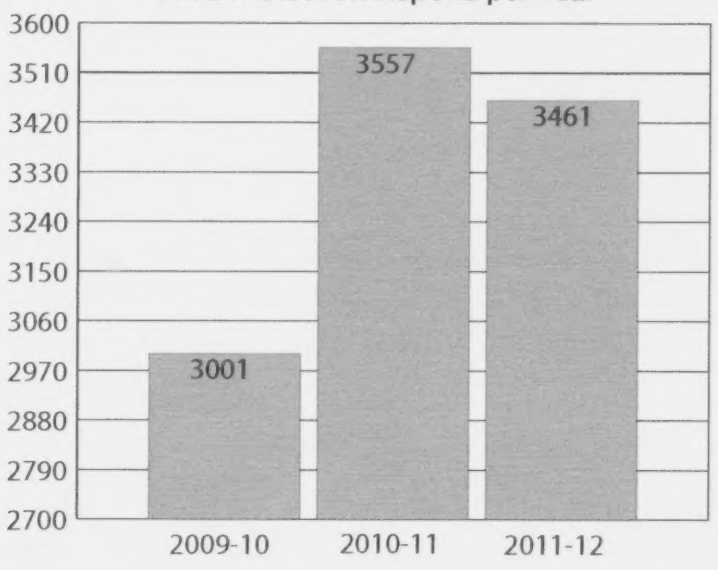
The Market Basket Measure is a measure of the income needed to pay for necessities such as food, clothing, shelter, transportation and other basic needs.

In Prince Edward Island between 9 and 12% of Islanders earned less than the Market Basket Measure Threshold between 2008 and 2010.

Child Protection Reports

Child Protection Reports pursuant to mandatory reporting provisions of the *Child Protection Act*.

Child Protection Reports per Year



New 48 Unit Charlotte Court Seniors Housing Complex Opens in Charlottetown

Minister Alice Wong, along with the Minister Janice Sherry, attended the grand opening and ribbon-cutting ceremony for Charlotte Court.

"The new Charlotte Court building allows seniors to live confidently, while feeling safe and at home in their modern residence. Residents now have access to additional square footage, private patios, a fitness room and community space, as well as many other exceptional services," said Minister Sherry. "Seniors will enjoy increased accessibility as 25 per cent of the units offer barrier-free living."

The federal and provincial governments contributed equally to the overall investment of $8.54 million under the amended Canada – Prince Edward Island Affordable Housing Program Agreement.

"This is an exciting day for the community, and I am delighted to be part of it", said Minister of State, Alice Wong. "Charlotte Court received funding of close to $1.5 million under Canada's Economic Action Plan to support construction of these 48 affordable housing units, a key to a better life for the residents that will call them home."

The Department of Community Services and Seniors is committed to helping seniors and persons with disabilities of Prince Edward Island reach their full potential. To this end the Department operates housing units across the province for seniors who need help finding affordable, appropriate homes. The Seniors' Housing program supports housing units in communities across the province. Islanders aged 60 and older are eligible for assistance. The Province partners with the Government of Canada to provide this assistance

Minister Janice Sherry; Tim Banks, Killam Properties Director; Minister Alice Wong; and Kathleen Casey, MLA for Charlottetown-Lewis Point are joined by residents of Charlotte Court at the grand opening of the new facility.

Photo by Brian Simpson.

Third Goal
Modernized service delivery that is responsive, client focussed, coordinated and effective.

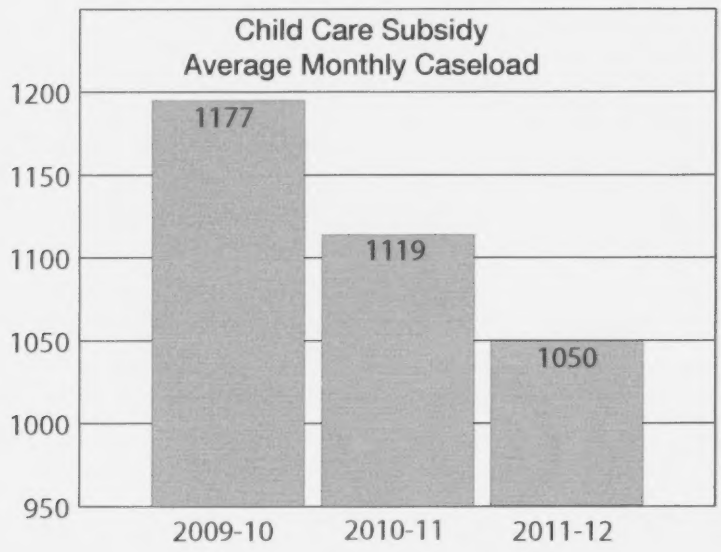
Key Strategies

- Develop a set of key indicators for each of the divisions;
- Partner in the review of the Child Care Subsidy Program policies;
- Follow up on the release of the Disability Services Review final report;
- Develop a unique strategy for Seniors and Family affordable housing as well as housing for persons with disabilities; and
- Implement a department wide, integrated strategic planning cycle.

Community Services and Seniors Achievements in 2011-2012

- Completed phase two of the relocation of the former Brackley, Maple Street and Provincial Adolescent Group Homes to the new Tracadie site location.
- Completed redevelopment of the Charlotte Court Seniors Complex in Charlottetown.
- Implemented reorganization of Child Protection Services to enhance service delivery.
- Released the Disability Action Council Annual Report.
- Continued to increase the number of affordable housing units available to seniors, persons with disabilities and families in Prince Edward Island.
- Implemented a direct deposit option for Social Programs and Child and Family Services.
- Completed a review of electronic assessment and documentation for Social Programs.
- Completed a review of oil tanks in seniors' housing properties.
- Announced funding for the renovation and retrofit of 272 existing social housing units.

Key Indicators
Modernized Service Delivery



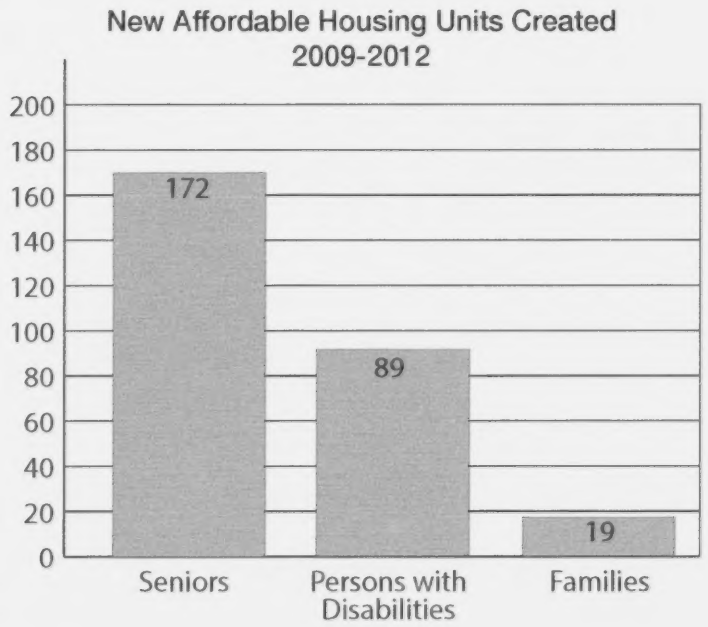
Child Care Subsidy

Prince Edward Island's Child Care Subsidy Program covers all or part of the cost of child care for qualifying parents.

Program utilization is following similar trends as other children's programs in that demand is decreasing due to less children in our communities. As well, child care is more affordable for many families as a result of the PEI Preschool Excellence Initiative.

New Affordable Housing

New, modern, affordable housing is being built across Prince Edward Island with a focus on units for seniors and persons with disabilities and families.



Government Releases Poverty Reduction Discussion Paper

In July 2011, Islanders were asked to help shape a strategy to prevent and reduce poverty in Prince Edward Island.

The provincial government released a detailed paper with information on trends, impacts and programs, as well as questions for the public to consider when providing input on how to reduce poverty in Prince Edward Island.

"Together with the community, we have taken many measures to make life better for low-income Islanders," said Minister Janice Sherry. "Efforts that are making a difference across Prince Edward Island include enhanced child protection services and family violence prevention, minimum wage increases, social assistance increases, new housing units for seniors and persons living with disabilities, public transit, the George Coles Bursary and social assistance increases. This discussion paper will guide us as we continue our collective efforts to help Islanders in need."

The discussion paper on a poverty reduction strategy contained sections on:

- Measures and definitions of poverty
- Poverty reduction strategies in Atlantic Canada and work to date in Prince Edward Island
- Patterns and trends in poverty in Prince Edward Island
- Profiles of high risk groups
- Impacts of poverty and a rationale for taking action
- Descriptions of the various programs and services that could form part of the strategy
- Consultation process and questions for public consideration

In response to major social and economic changes, and the resulting pressures placed on Canadians, a number of provinces have recently developed poverty reduction strategies. The Government of Prince Edward Island also sees the need for such a strategy, and committed in the November 2010 Speech from the Throne to "release a Poverty Reduction discussion paper that will begin the process, in consultation with Islanders, of examining further options to improve the well-being of Islanders who are vulnerable or in need."

"The discussion paper will assist Government in working with Islanders, community organizations, and employers on how to prevent and reduce poverty across Prince Edward Island," said Minister Sherry. "Throughout the summer and fall, we are seeking feedback from the public, concerned groups, and especially from Islanders who are living in poverty. After more public input, I expect government to release its Social Action Plan to reduce poverty in early 2012."

Fourth Goal
Improved human resource practices and management.

Key Strategies

- Implement a department wide performance development action plan;
- Improve employee continuing education opportunities and participation;
- Explore and enhance opportunities for recruitment and retention of social workers;
- Develop a staff training and mentoring program; and
- Develop a succession plan for department staff.

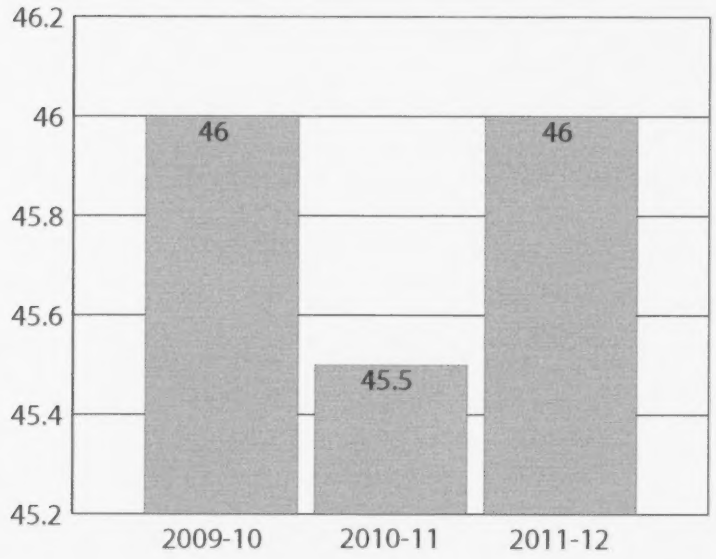
Community Services and Seniors Achievements in 2011-2012:

- Developed a web portal to improve communications with staff.
- Provided diversity training to all department staff.
- Organized the first ever all staff conference.
- Coordinated a number of Health and Wellness initiatives for staff.
- Continued to improve Performance Development Plan completion rates.
- Continued to explore opportunities for Social Worker recruitment and retention.
- Continued implementation of the Human Resources Plan.
- Provided Social Work student placements in Child Protection Services.
- Revised and delivered Child Protection Services Core Training.

Key Indicators

Improved human resource practices and management

Average Age of Permanent Employees



Staff Demographics

Average age of department staff continues to be over 45 years of age.

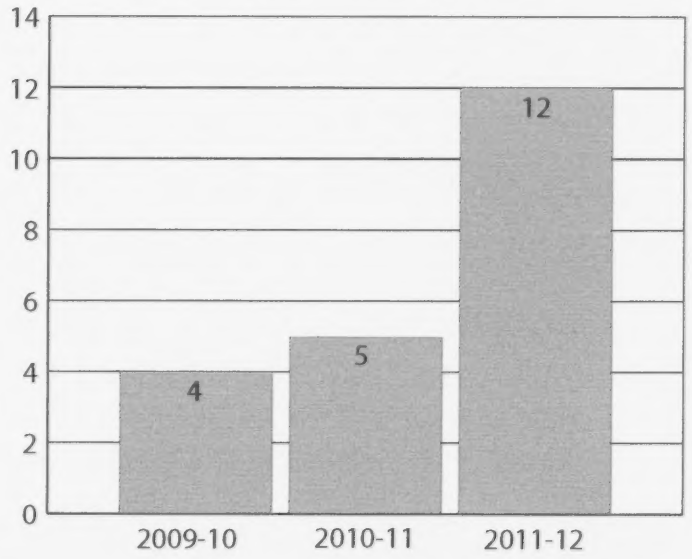
Succession planning continues to play important role in human resources planning for the department.

Student Placements

Each year Community Services and Seniors accepts a number of Social Work student academic field placements within Child and Family Services.

Academic field placements are required for BSW and MSW social work students and provide an opportunity to promote the Department as a potential employer.

Student Social Worker Placements



Premier Declares March Social Work Month

Declaring March 2012 as Social Work Month in Prince Edward Island highlights the important role Social Workers play in society.

"Social Workers are employed in a variety of areas across Prince Edward Island including our hospitals, schools, Child Protection Services, Victim Services, Addiction Services and many more, and as a result play a major factor in the well-being of our province as a whole," said Premier Ghiz.

Each year, National Social Work Month is celebrated to recognize social workers' contributions to society and to spread awareness about the social work profession. "Social Workers: Building Relationships, Strengthening Communities and Partnering for Change" was the theme for Social Work Month 2012 as chosen by the Canadian Association of Social Workers. Canadians were encouraged to show their appreciation to all social workers throughout the month, and throughout the year.

"I want to commend the work of all social workers and thank them for their selfless dedication to improving the lives of others," said Minister of Community Services and Seniors Valerie E. Docherty. "Social Work Month is a time to recognize the importance of our social workers and applaud them for making a positive difference in our Island communities."

Premier Robert Ghiz is joined by President of the PEI Association of Social Workers Kelly MacWilliams, PEI Social Work Registration Board Registrar Philip Matusiewicz and Minister of Community Services and Seniors Valerie E. Docherty for the declaration of Social Work Month 2012.

Photo by Brian Simpson.

Key Indicators at a Glance

Child Protection Services

Indicator	2009-2010	2010-2011	2011-2012
Child protection reports received**	3,001	3,557	3,461
Child protection investigations opened	1,482	2,076	2,105
Focussed intervention services provided	517	603	601
Children in Care of the Director of Child Protection	241	249	264
Children receiving Child Protection Services in their own home	507	592	575

* Previously reported data for Child Protection Services has been updated.

** In 2010-11 an enhanced data collection format for receipt of Child Protection Reports was implemented, as a result prior years are not comparable.

Social Programs and Housing

Indicator	2009-2010	2010-2011	2011-2012
Social Assistance cases	5,515	5,601	5,604
Individuals who received Social Assistance benefits	9,136	9,163	9,133
Clients provided with disability supports	1,269	1,300	1,361
Children who have accessed childcare subsidies	1,984	2,054	1,835
Families assisted with childcare subsidies	1,308	1,370	1,235
Seniors' housing units in PEI*	1,157	1,152	1,094
Family housing units in PEI*	463	463	463
New affordable housing units created for Persons with Disabilities	11	36	42
New affordable housing units created for Seniors	15	23	134
New affordable housing units created for Families	0	16	3
Number of homes repaired by the Seniors' Home Repair Program	446	322	414

* Seniors and Family Housing figures updated since last report to reflect newly collected data

Corporate and Financial Services

Indicator	2009-2010	2010-2011	2011-2012
Full and part time employees	469	492	477
Full time equivalent positions	345.3	342.8	342.3

Non-Governmental Organizations

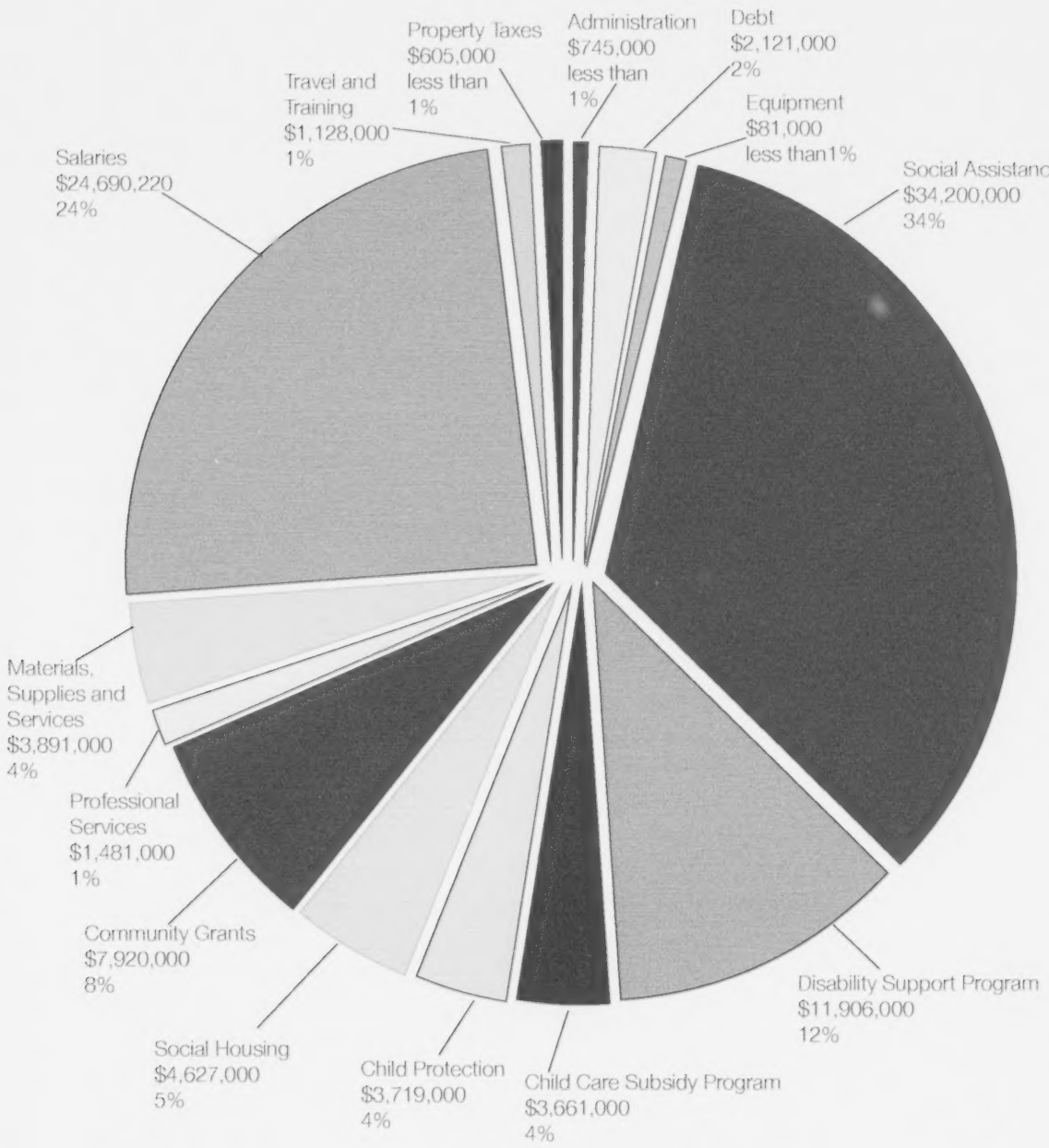
Indicator	2009-2010	2010-2011	2011-2012
Non-governmental organizations funded	35	41	45

Non-Governmental Organization Funding

Type of NGO	Number	2010-2011 Funding
Residential and/or Training Services for Intellectually Challenged	9	$5,796,701
Family Violence Services and Support Programs	2	$866,200
Programs for Individuals with Physical and/or Intellectual Challenges	7	$591,000
Support Programs for Island Families and Youth	12	$471,100
Seniors' Programs	15	$194,582
Total	45	$7,919,583

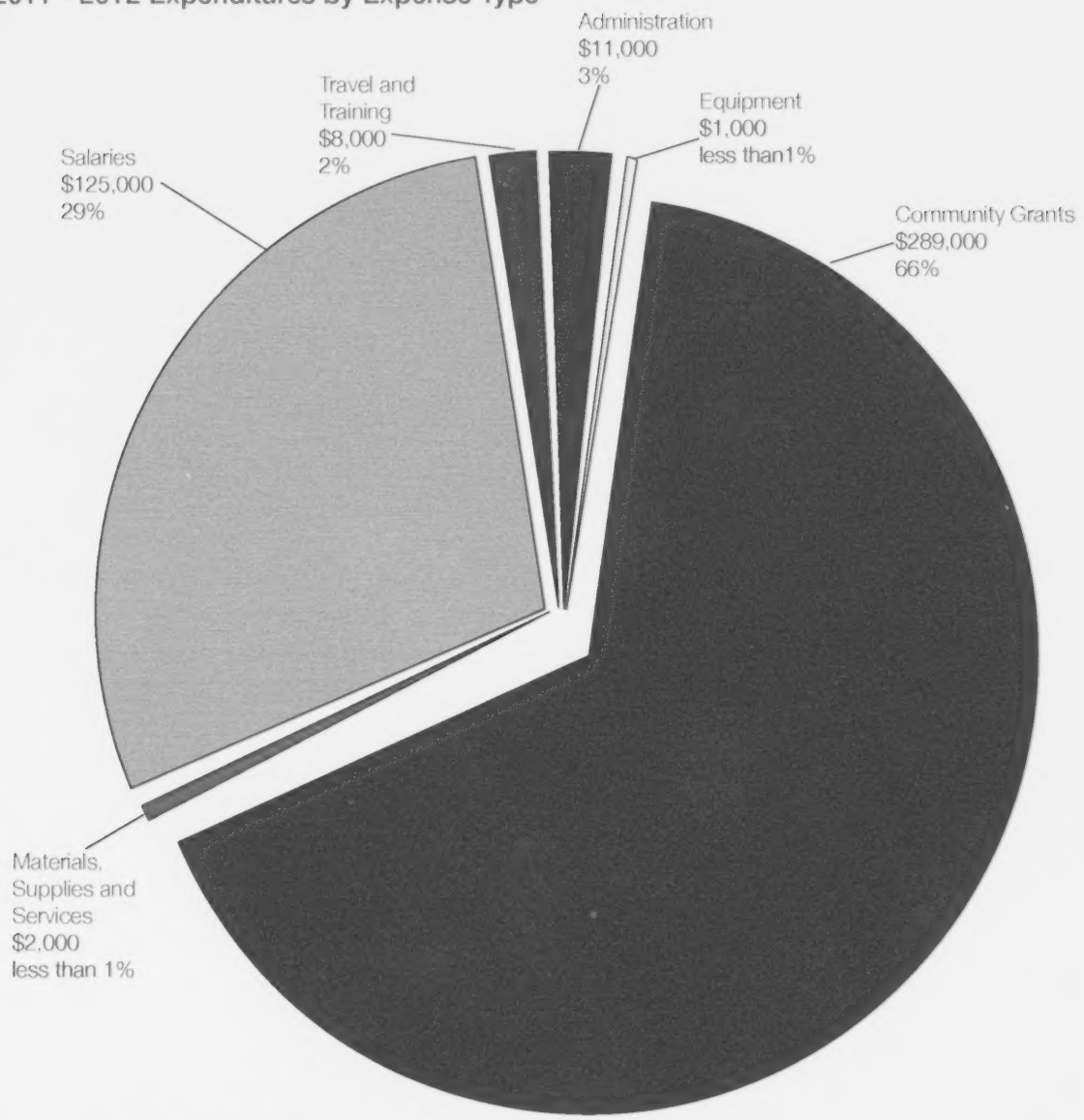
Community Services and Seniors 2011 - 2012 Expenditures and Revenues (Rounded to the nearest $000)		
Division	**Budget**	**Actuals**
EXPENDITURE BUDGET		
Corporate and Financial Services	$2,478,000	$2,364,000
Child and Family Services	18,361,000	21,315,000
Social Programs	59,421,000	63,114,000
Housing Programs	13,013,000	12,943,000
Seniors' Programs	365,000	366,000
Labour and Industrial Relations	618,000	672,000
Total	**$92,256,000**	**$100,774,000**
REVENUE BUDGET		
Corporate and Financial Services	$361,000	$234,000
Child and Family Services	1,085,000	1,347,000
Social Programs	1,376,000	1,376,000
Housing Programs	11,415,000	11,206,000
Seniors' Programs	–	–
Labour and Industrial Relations	159,000	158,000
Total	**$14,396,000**	**$14,321,000**
TOTAL NET	**$79,860,000**	**$86,453,000**

Community Services and Seniors
2011 - 2012 Expenditures by Expense Type

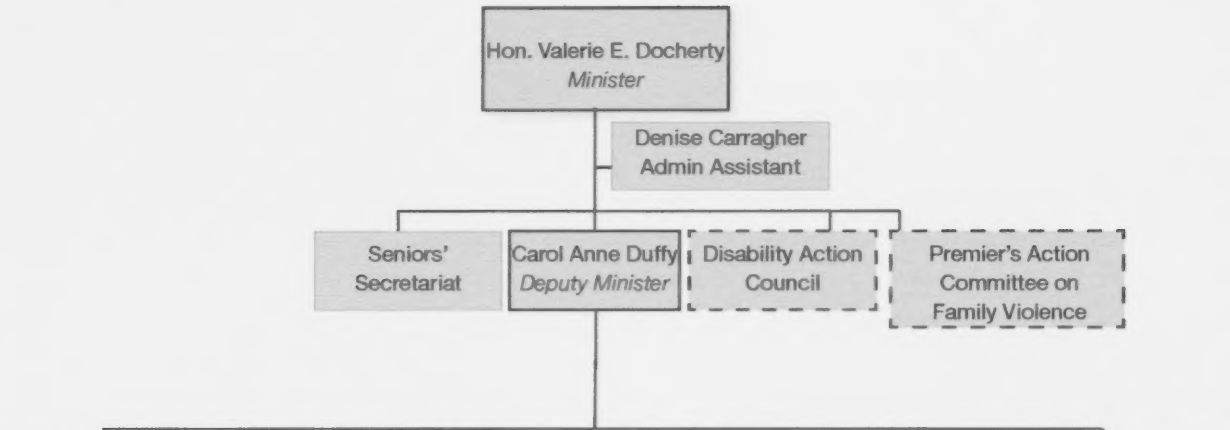


Interministerial Women's Secetariat 2011 - 2012 Expenditures and Revenues (Rounded to the nearest $000)		
Division	**Budget**	**Actuals**
EXPENDITURE BUDGET		
Interministerial Women's Secretariat	$434,100	$435,800
Total		
REVENUE BUDGET		
Interministerial Women's Secretariat	–	–
Total		
TOTAL NET	**$434,100**	**$435,800**

Interministerial Women's Secretariat
2011 - 2012 Expenditures by Expense Type



Community Services and Seniors
Functional Organizational Chart



Michelle Harris-Genge
Director
Interministerial Women's Secretariat

Advisory Council on the Status of Women

Rona Smith
Director
Child and Family Services

Child Protection
Children in Care
Foster Care Services
Residential Services
Adoption Programs
Family Support Services
Family Ties
Premier's Action Committee on Family Violence
Provincial Child Sexual Abuse Advisory Committee
Youth-in Care Network

Bob Creed
Director
Social Programs, Seniors and Housing

Social Assistance
Disability Support Program
Child Care Subsidy Program
Housing
Disability Action Council
Seniors' Secretariat

Lorne Clow
Director
Corporate and Financial Services

Finance and Administration
Audit
Human Resources
Payroll
Communications
Program Development and Evaluation
Federal/Provincial/Territorial
Records Information Management / Freedom of Information and Protection of Privacy
Risk Management
Emergency Social Services